

FY 2001 Division of Juvenile Justice Annual Report

Governor Tony Knowles
Commissioner Karen Perdue
Director George Buhite



State of Alaska
Department of Health and Social Services

A MESSAGE FROM THE DIRECTOR

One of my most satisfying moments as Director of the Division of Juvenile Justice came just a few weeks before this fiscal year ended in June. Our Division's senior managers had gathered from all over the state to discuss our needs and concerns and chart a course for the coming year. First, though, we paused to reflect on our accomplishments during the year just ending.

The list was long and impressive: We planned a strategy to work more closely with our colleagues in mental health to better serve youth. We created internships to assist with workloads and pique interest in the juvenile justice field. We upgraded technology resources across the state, from computer workstations to court-linked video systems. We increased the amount of federal grant funding available to the state's nonprofit service providers. We developed new partnerships with schools, private agencies, and volunteer-rich organizations. The list went on and on.

Reflecting back, however, it seems to me that the most important and impressive aspect of our work went unmentioned: how, through the routine, day-to-day duties of our probation services and facilities staff, we continue to provide compassionate, dedicated services that are helping Alaska's youth to lead better, crime-free lives.

In the pages that follow we introduce you to just a few of the people within our Division that are helping us move closer to our goal of a Restorative Justice agency. These three individuals have each received distinction as "Outstanding Employees" this past year. Their work is reflective of that being done by all of our staff. We're proud of them and believe you should be, too—every Alaskan is benefiting from their energy and dedication.

Sincerely,

**The Mission of the
Division of Juvenile
Justice is to hold
juvenile offenders
accountable for their
behavior, promote the
safety and restoration
of victims and
communities, and assist
offenders and their
families in developing
skills to prevent crime.**



George Buhite
Director



EXECUTIVE SUMMARY

Overall referrals of youth into the Juvenile Justice system declined for the third consecutive year in FY 01—this time by a significant 6.3%. However, these decreases were limited to less-serious misdemeanor offenses. The rate of referral for more serious felonies remained unchanged.

The Key Developments of the year include:

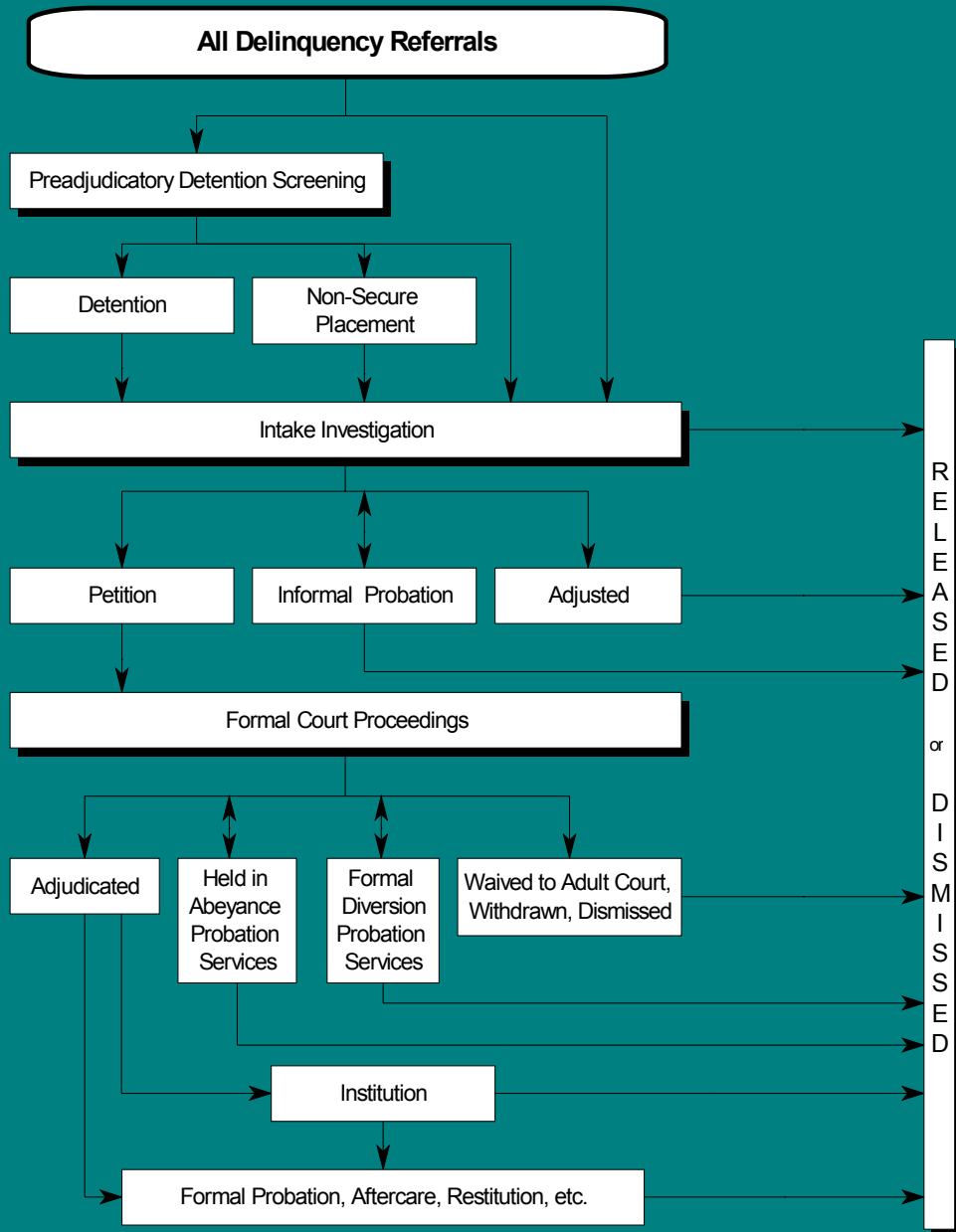
- **Probation Services:** A Division in-house work group completed a study that determined the level of resources necessary to integrate Restorative Justice practices into the work conducted by our juvenile probation staff. The study showed that Alaska's juvenile probation officers carry caseloads that are, on average, twice as high as recommended. Additional probation officers in some of the most severely understaffed communities and regions are needed to help relieve these shortages.
- **Community Partnerships:** Division staff are working in partnership with community organizations to engage youth in understanding the impact of criminal behavior and that provide skills to give them an alternative to offending again. Significant progress has been made this year in working with partners to improve services to victims of juvenile crime and in developing opportunities for restitution and skill-building for youth offenders.
- **Facilities:** Most facilities operated at about capacity this year, with the number of referrals and average daily populations decreased compared with last year. More effective community-based interventions and increased bed capacity have helped reduced need for secure beds and have alleviated overcrowding. The Mat-Su Youth Facility opened this year, the McLaughlin Youth Center in Anchorage opened a new treatment wing, and ground was broken for the new Ketchikan Regional Youth Facility.
- **Federal Grant and System Support:** Federal and State funds continued to support efforts to meet federally-mandated state activities related to juvenile justice. Grants from our Division supported intervention and prevention, rural and urban initiatives, and partnerships with both private and public service providers.
- **System Improvements:** Planning and construction of the Division's new Juvenile Offender Management Information System, which will vastly improve the management of juvenile records and accessibility of Division-wide statistical information, proceeded according to schedule. Staff training opportunities for professional development were at an all-time high. Through a federal grant, each youth facility now has a satellite dish that provides free educational opportunities for youth as well as staff development programming.
- **Ongoing Performance Review:** The Division continued to meet the goals of performance measures assigned by the Alaska State Legislature. The Division also continued to operate under accreditation from the American Correctional Association—the mark of a well-run juvenile justice system.

Our Division faces several challenges—the lack of juvenile probation resources in rural locations; the need to work effectively with youth who have mental health needs; difficulty in recruiting and retaining quality staff; and aging facilities. But by relying on careful planning, being responsive to changing needs, and collaborating with citizens and communities, the Alaska Division of Juvenile Justice will continue to work to ensure the safety of the public and a bright future for our youth.

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Juvenile Justice Delivery System



A Balanced Restorative Justice System

This has been an exciting year for juvenile justice in Alaska. More than ever, those of us that work in and care about this field feel like we are in the midst of a transformation in the way Alaskans are dealing with youth who break the law and their families, victims, and communities.

The past year has seen extraordinary growth in the number of individuals and organizations—both private and public—who have joined us in our efforts to help prevent and intervene in juvenile delinquency. We have sought and increased involvement of victims in the restitution and reparations plans for young offenders, allowing victims to feel supported and heard. We have taken concrete steps to deal more effectively with some of our most challenging youth: those with mental health and substance abuse disorders. As these efforts—and many others—have evolved, they've been accompanied by a significant decrease this year in the number of youth referred into our system and the number of youth who need to be detained and treated in our facilities.

The reasons for these declines in youth crime are unknown and probably complicated—influenced by demographic changes, economic trends, and more. In some communities the decreases are probably due to the fact that overburdened law enforcement officers simply don't have time to investigate and refer less-serious crimes. Nevertheless, across our Division, *we believe Restorative Justice is part of the solution*. Working within the framework of this philosophy—by seeking to hold offenders accountable, ensure the public safety, restore the victim and community, and help all develop skills to prevent crime—is both effective and cost-efficient. We're struck by the number of youth who never show up in our system again because they've received a rapid, direct response from a probation officer, or had a chance to view their crime through the eyes of their victim, or been humbled before a youth court.

Terry Doyle, Maintenance Worker

Terry Doyle, who works at Juneau's Johnson Youth Center, believes in preventive maintenance. "I make sure the wheels get oiled, the ventilation filters get replaced . . . that little things get fixed before they become big problems," he says. Working with youth is not a routine part of his duties, but Mr. Doyle never passes up an opportunity to share his skills and upbeat attitude with the young residents in detention or treatment at the facility.

His supervisor, Greg Roth, notes Mr. Doyle's ingenuity in finding cost-effective solutions to maintenance challenges, and in helping youth develop a sense of accomplishment by helping with landscaping projects or renovation work. Mr. Doyle also encourages the finer points of competency development, such as when he recites Robert Service poetry at mealtime.

"Just a few days ago I was out shopping and bumped into a boy I met at Johnson. He's a student at the university now and he said he was taking a poetry course. He remembered my reciting Robert Service and figured poetry was a good thing to know. That felt pretty nice."

The changes we are experiencing did not happen overnight or by surprise. The Alaska Division of Juvenile Justice continued to follow the course set by longtime, careful planning, while also seeking to be responsive, efficient, and effective in meeting immediate and evolving needs.

The planning began in earnest in the mid-1990s, when a series of steps were taken to analyze and review Alaska's juvenile justice needs: a review by the National Council on Crime and Delinquency (NCCD), the 1997 Master Plan for Facilities and the year-long Governor's Conference on Youth and Justice. Then, in 1998, the Alaska State Legislature amended its expectations of its juvenile justice system to reflect a Restorative Justice philosophy, and our mission statement was created to reflect this vision. In July 1999, the Governor and Commissioner of Health and Social Services took a major step in furthering the cause of juvenile justice when they moved our agency from a section of the Division of Family and Youth Services and into its own, creating a new Division of Juvenile Justice. The primary reason for this change was to better meet the needs of our clients and public; it also had the additional effect of boosting staff ownership in and identification with our work, improving motivation and initiative from within our ranks. Our managers developed a new strategic plan, and instituted regular discussions to learn from and support each other.

Perhaps the most noteworthy achievements of this fiscal year have been the efforts to increase and improve the attention and support that is offered to victims of juvenile crime. "We've made more of an effort to involve victims in the decisions we make about our offenders, and are dealing with them with more respect than ever before," says the DJJ Operations Manager, Steve McComb. "In the past we may have moved them out of the picture quickly, but now we're trying to get them to be part of the treatment plans for our youth—making victims an integral part of successful treatment."

WHAT IS RESTORATIVE JUSTICE?

For more than 20 years, beginning in 1976, the State of Alaska's juvenile justice system was based on the concept of rehabilitation of juvenile offenders through an individualized case supervision approach. However, when juvenile crime rates increased dramatically in the early 1990s, concern developed that this approach was not effective. At the same time, changes in State Law were providing victims with more rights to know, participate in, and receive restitution from juvenile offenders. A more holistic approach to dealing with juvenile crime was clearly needed.

Restorative Justice meets this need. Under this approach the victim, offender, and community all are considered clients, and services are provided through a balanced consideration of all their needs. We work alongside victims to determine what is needed for the offender to make restoration and restitution for their offense. We hold juvenile offenders accountable to strict standards of behavior and to repairing the harm they've done to victims and communities, while also providing them with opportunities to develop competencies through work service, education, and appropriate treatment.

Division employees work actively within local communities to develop partnerships that serve victims and offenders. Ultimately, because the whole community becomes involved, the whole community is restored.

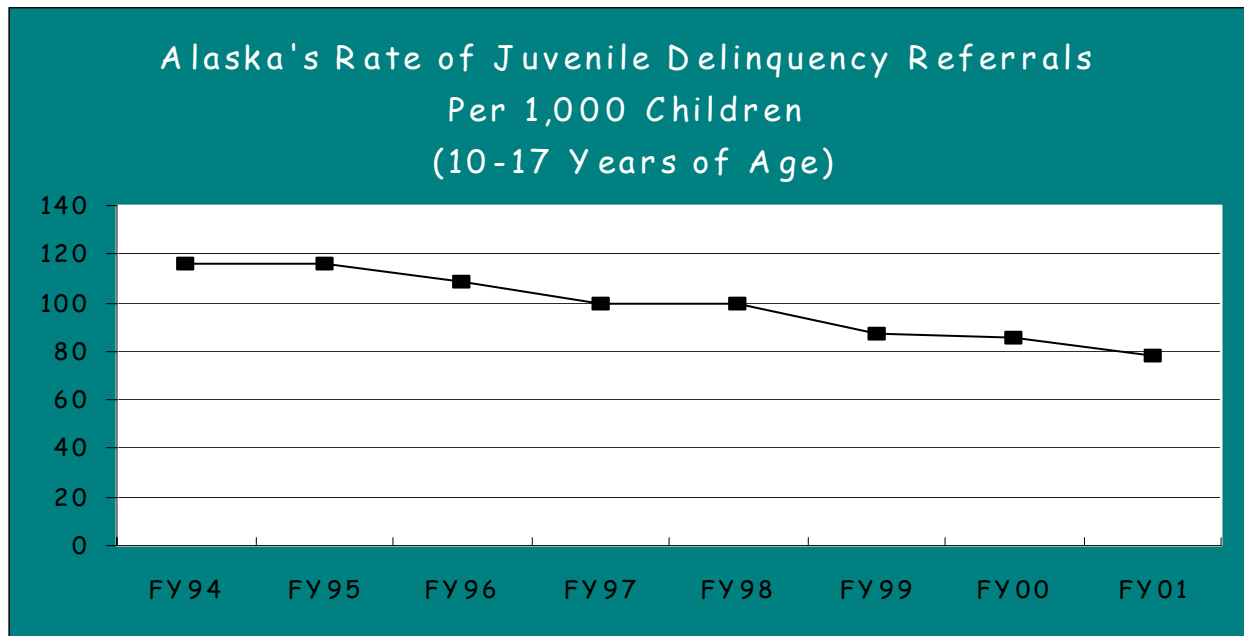
Today Alaska's juvenile justice system is based on the Restorative Justice philosophy. In 1998 Alaska State Law was amended to state that our juvenile justice system would "respond to a juvenile offender's needs in a manner that is consistent with prevention of repeated criminal behavior; restoration of the community and the victim; protection of the public; and development of the juvenile into a productive citizen" (AS 47.12.010).

This increased attention has been demonstrated through the work of Victims Coordinators in Anchorage and Fairbanks, and in the increased number of youth that DJJ is referring to community-based intervention and mediation groups. Indeed, as we survey the work being done by our Division throughout the state, again and again we see that our main service components—probation and facilities—do not operate on their own, but are part of a continuum that seeks to care for all of Alaska's youth, victims, and citizens in general.

PROBATION SERVICES

When the police or another public safety officer arrest youth for criminal offenses, the first person they notify is a Juvenile Probation Officer (JPO). JPOs must be available 24 hours a day, seven days a week, to assist local and state law enforcement agencies. They determine what laws have been broken and develop a plan of action to repair the harm, based on the juvenile's age, prior record, seriousness of the offense, the attitude of the juvenile and parents, and the victim's needs and preferences. JPOs must have extensive knowledge of Alaska statutes, youth development, and their communities in order to make good decisions that will best serve youth, their victims, and their neighborhoods. The moral health and social condition of Alaska's youth is reflected in the number of referrals JPOs receive and in the number of cases they carry.

Statewide, Alaska had a 6.3% decrease in the overall number of youth referred for delinquency compared with last year—from 7,463 in FY 2000 to 6,996 in FY 2001—even though the state's youth population increased 2.8% during this period.

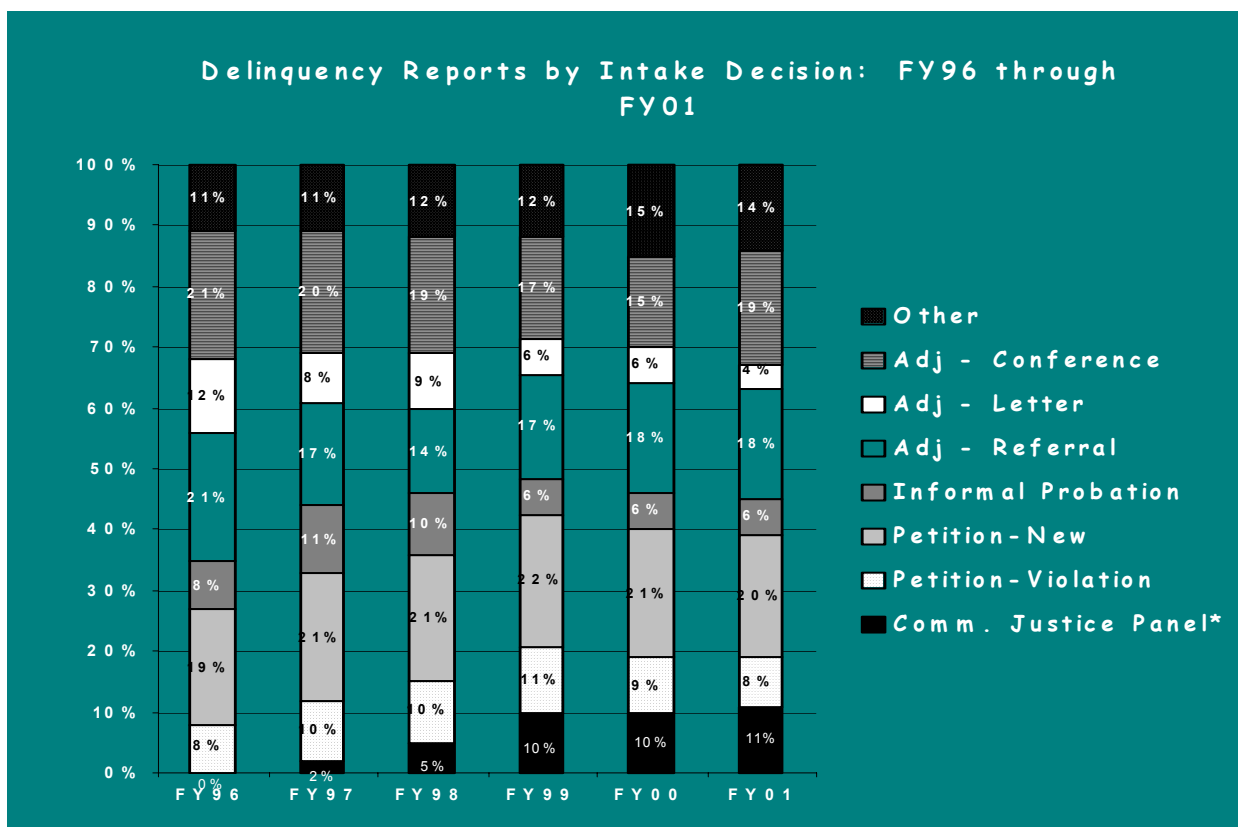


*Referral data changes slightly over time as entries are updated. These numbers will vary from last year's Annual Report and next year's numbers will also slightly shift. Population data is for calendar years - not fiscal years - and is derived from the Alaska Department of Labor.

This was the third straight year of decline in overall referrals. The biggest decreases were in misdemeanors and "other" offenses. The number of more serious crimes (felonies) reported has

remained unchanged. These statewide trends are consistent with national juvenile justice trends. The reasons for the declines in referral rates are unknown, possibly due to economic conditions, better prevention and intervention techniques, changes in laws and reporting requirements, lack of law enforcement resources, or a combination of all or some of these.

Nevertheless, as the restorative justice philosophy becomes more routinely engrained in our work, we believe our JPOs are using more effective and innovative methods of dealing with youthful offenders. Referrals of youth to youth courts, elders panels, and other community justice panels have continued to increase, and probation officers have enlisted the help of mediation centers, mentoring programs, peer education programs, and other community-based efforts as partners in preventing and reducing juvenile crime. The number of cases that are closed with a simple warning letter to the offender—the least effective method of intervention—declined substantially.

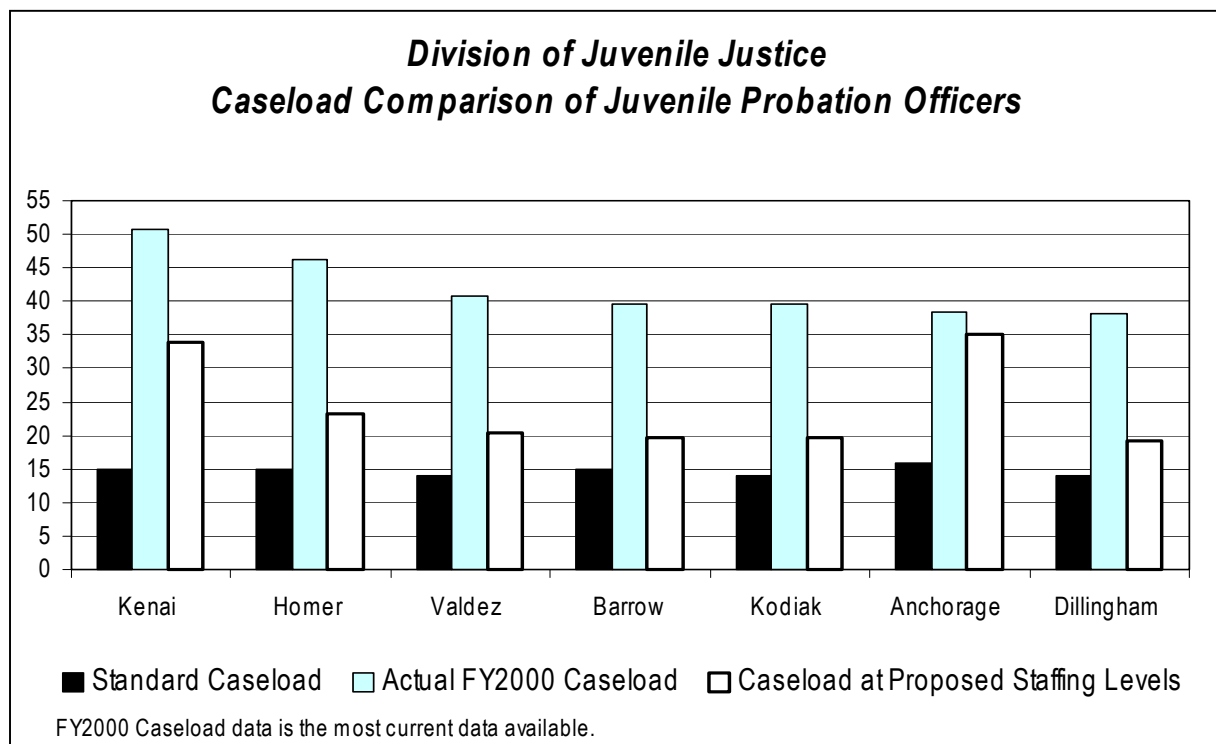


Adopting these innovations to deal with juvenile crime has not come without cost. As state law has evolved to require that more attention be paid to victims' concerns and community needs, JPOs have been encouraged to develop and participate in more community-based solutions to juvenile delinquency. Doing so, however, adds considerable work to what are—for many—already overwhelming caseloads.

In FY 2000 the Division formed an in-house working group to understand just how many staff are needed to fully implement restorative justice through our field probation services. The advisory group listed and compared services and duties, and estimated the time required to deliver those services as if the restorative justice model were fully and equally implemented in each probation office throughout the state. Calculations were based on the amount of time available, the time available by employee type,

and time allotment needed for defined service activities. The results of this analysis were released in FY 01. The factors revealed that in general the caseloads of JPOs are *twice* the caseload levels recommended. In some communities (Kenai, Homer, Valdez, Barrow, Kodiak, Dillingham, and Anchorage), probation officers are working at well over 140% and even 200% of capacity.

The process revealed that an additional 83 juvenile probation officers would be needed to fully implement restorative justice practices all over the state. While there would be some variation between different offices due to population size or geographic area covered, this study indicates that current caseloads—at about 31 per probation officer—would need to drop to 14-16 overall. This reduction in caseloads is necessary if we re to meet the statutorily-mandated expectation that our probation officers incorporate restorative justice into their work, such as by working with victims and offenders' families, and cultivating community partnerships that will help keep youth from offending again.



The leadership at the Division of Juvenile Justice is laying the groundwork to address these needs, educating stakeholders and decision-makers about restorative justice and the work conducted by our probation officers. In the meantime, our local probation staff continues to demonstrate that the more we seek to implement Restorative Justice practices, the better connected our youth are to their communities and a crime-free future.

ANCHORAGE PROBATION SERVICES

This office has taken full advantage of the energy and diversity of ideas available in Alaska's urban environment. The Probation in the Schools program, a partnership with the Anchorage School District,

enabled probation officers to more closely track youth in their caseloads while allowing these youth to remain in their regular schools. The Aftercare Program, a collaboration with McLaughlin Youth Center, continued to help youth leaving treatment in our largest facility with their adjustment back into their homes and communities. A Girl's Probation Program developed this year was the first of what will undoubtedly be more efforts in our Division to provide gender-specific services in probation. In this program, a probation officer adjusted her schedule to work evening hours—allowing for more and better contact with girls and their families.

The past year saw the creation and dramatic expansion of the Community Detention Program, which has helped reduce overcrowding at McLaughlin Youth Center through intensive community supervision of youth who might otherwise require secure detention. Big Brothers Big Sisters, Volunteers of America, the Anchorage Police Department, Boys and Girls Clubs contribute volunteers, staff, work service opportunities, and support. Another new program, TYDE (Tribal Youth Diversion Effort), was created by the Alaska Native Justice Center, the South-central Foundation, Cook Inlet Tribal Council, and our JPOs working together to provide culturally-relevant counseling, work service, and case management to Alaska Native youth.

Ongoing work in the Anchorage Probation Office includes Victim Impact Classes; discussions between early-stage offenders and youth in long-term treatment on the consequences of continued delinquent behaviors, and a "pre-court" program tailored to the needs of the very youngest offenders (aged 9-11), helping to prevent these youth from having any further involvement in the juvenile justice system.

Between 2000 and 2001, Anchorage had decreases in juvenile referrals for both felonies and misdemeanors against people and property. Decreases also were noted in drug/alcohol and miscellaneous offenses.

NORTHERN PROBATION SERVICES

The Northern Probation Region (Fairbanks, Nome, Bethel, Barrow, and the many villages surrounding these communities) has been active in preparing for the future. Staff here have worked together closely despite the distances that separate them to create a regional strategic plan to lower caseloads and reduce juvenile delinquency. The JPOs in Nome worked closely with neighboring communities to keep youth referred for sexual offenses in their communities by coordinating local supervision of the youth and arranging for treatment in the community as well as in Nome. In Bethel, presentations were made before schools and community officials regarding juvenile probation. Strong relationships with tribal leaders in the villages outside of Kotzebue have led to tribes imposing sanctions and developing a local youth court. And in Fairbanks, programs that were once innovations have become indispensable. The office hosted an intern through a program coordinated between DJJ and the Alaska Native Justice Center, and a juvenile probation officer focused attention on mental health issues through a specialized caseload and interface with local mental health providers. A Victim's Coordinator position that began last year as a part-time job was moved to fulltime this year.

The offices of the Northern Region had increased referrals for felonies and misdemeanors against property and slightly increased referrals for felonies and misdemeanors against persons. Crimes against property, weapons offenses, and miscellaneous offenses declined, while drug and alcohol offenses and public order offenses increased over last year. Among the specific communities of the Northern region, Fairbanks experienced an increase in reported misdemeanor crimes against persons, probably due to

increased reporting of domestic violence. Although Bethel had a rate of referrals consistent with last year's rate, Nome, Barrow, and Kotzebue all had decreases in felonies and misdemeanors. In Nome decreases were at least partly due to the office being vacant for three months and police limiting their referrals to only the most severe cases.

Walter Evans, Juvenile Probation Officer

Walter Evans was recognized as an Outstanding DJJ employee this past year for his work at developing partnerships in Bethel, where he lives and works. He hosted an intern from DJJ's Alaska Native Intern Program last summer, and collaborated with the Yukon-Kuskokwim Health Corporation to provide mental health services for youth. Thanks in part to his hard work in finding alternatives to detention the Bethel Youth Facility significantly reduced its overcrowding this past year.

"If there are alternatives to locking kids up that are just as effective in holding them accountable, then we should be developing those. Overcrowding burns out staff, is a security concern for both staff and residents, and puts our accreditation in jeopardy," Mr. Evans said.

Working within a Restorative Justice framework has enhanced his ability to do his job. "It's powerful to have victims, families, and even youth thank you for taking an interest in their concerns," he said.

SOUTHCENTRAL PROBATION SERVICES

The staff of this region address youth offenses in the outlying Southcentral communities of the Kodiak Island, Kenai Peninsula, Mat-Su Borough, Prince William Sound area, and Alaskan Peninsula, and also communities from Dillingham through the Aleutian Chain to the Pribilof Islands.

With just seven district probation officers coordinating this huge region, community interaction and support is essential. An increase in mental health workers serving Alaska Peninsula communities has helped the JPO in Dillingham, Bruce Landry, to develop better case plans and manage youth more effectively. The Dillingham office also had the help of an intern from the Alaska Native Justice Center to assist with handling of referrals and administrative work. In Kodiak, JPO Val Miller has worked closely with Kodiak Youth Services to assist in the case management of youth, especially those who are making the difficult transition back to the community after receiving treatment elsewhere. Juvenile Justice in Kenai has benefited from the presence of a youth court, a community mediation center, and a strong school system. Officers in our Homer and Valdez offices have been referring offenders to the local youth courts as well, and Valdez JPO Kandi Connor proudly notes that the statewide youth court conference will be held in her community next year.

Probation officers in the Mat-Su area took advantage of several opportunities to work closely with others. For example, the Juvenile Assessment Center, a nonprofit agency devoted to the ongoing service delivery and assistance for adolescents, provided input on most arraignments of youth that were conducted by JPOs. The community work service ideas and counseling services offered by the Juvenile

Assessment Center have become an important piece of the management of youth offenders in this district.

The Southcentral Region had decreases in misdemeanors and felonies against persons; other crimes occurred at rates consistent with last year. Decreases were attributed to the assistance the office received from community-based partners—including police—who are intervening earlier to prevent crime from occurring. For all these exciting developments, overwork in some offices and understaffing in others have placed limits on the ability of probation officers in this region to adequately implement the Restorative Justice philosophy. The Kenai office has had one and sometimes both of its two positions vacant for the last two years, and in several of the offices the sheer number of demands on the probation officers prevented them from responding to misdemeanor offenses.

SOUTHEAST PROBATION SERVICES

This region encompasses all the towns and villages along the Southeast Alaska Panhandle. District probation offices are located in Sitka, Ketchikan, and Juneau, with a satellite office in Petersburg.

The Sitka probation office worked closely with the Sitka Youth Court to ensure rapid, community-based responses to juvenile delinquency and divert minor offenders from the court system. JPO Tom Clarke also is a member of the "Advancing Our Youth" community group which is committed to integrating services, and developing prevention and multi-system intervention strategies. In Petersburg, JPO Dave Woodward has supported the neighboring community of Wrangell to establish a non-secure shelter there. Mr. Woodward utilized a new adventure-based program, "Crossings Wilderness Expeditions," for adolescent males.

In Juneau, the probation office continues to participate in the "Interagency Team" with representatives from the school district, city, state, and nonprofit entities to identify gaps and better serve youth. The JPOs in Juneau have each taken on responsibility for increasing the office's participation in the community, lending support to the local District Court, victim's services, and youth court. Probation officers are assigned to the larger outlying communities and regular itinerant visits are occurring.

The Ketchikan Probation Office assisted with the development of the new youth facility there, which is scheduled to open in FY 02. The Ketchikan Probation Office also has developed and maintained positive relationships with the diverse communities on Prince of Wales Island.

A recent change in state law to move multiple alcohol consuming offenses from District to Superior court—and so under the jurisdiction of DJJ—will likely increase the number of referrals. This change will effect the work of probation officers everywhere; in Southeast, probation officers are anticipating these cases and are working on establishing a protocol to deal with them, making sure the increased need for services does not overwhelm providers.

The coming year also will see many new staff members growing into their roles. The Juneau Probation Office experienced unusually high turnover of staff this year, including the District Supervisor position. With all these new staff, ensuring that all staff members are comprehensively trained in their multi-faceted job duties will be a major goal.

Youth referrals into the juvenile justice system increased 2.5% overall in Southeast Alaska compared with last year—counter to statewide trends. This increase appears primarily to be in Juneau and Petersburg areas, with decreases in referrals in Sitka and Ketchikan. There are many factors that could have contributed to this slight rise in referrals and further analysis is needed.

FACILITIES

The Division oversees six youth facilities around the state, in Anchorage, Fairbanks, Juneau, Nome, Bethel, and the Mat-Su area. All these facilities provide secure holds for youth awaiting determination of the outcomes relating to their offenses; highly structured core services such as short-term individual, group, and family counseling; education services from local schools; health screening and medical care; mental health diagnostics and services; substance abuse education and prevention; and life-skills competency building.

Our youth facilities in Anchorage, Fairbanks, Juneau, Nome, and Bethel also provide services for youth committed for long-term treatment. Their programs are specifically designed to intervene in entrenched delinquent behavior, to build value systems reflective of the local culture, and restore victims and the community to the fullest degree possible. Youth are assigned a treatment team that works with them and their families throughout their stay to break the cycle of offending. Comprehensive treatment plans are developed with resident and family input targeting specific areas requiring change and growth. Educational services are provided by the local school districts, including services for special needs students. Comprehensive medical and mental health services are provided to all long-term residents as necessary. In conjunction with probation officers, aftercare services are being developed to ensure a greater number of youth will adjust to community placement and maintain the progress they have made while in secure treatment.

This fiscal year the Mat-Su facility and a new treatment wing at McLaughlin Youth Center opened; ground was broken for the new Ketchikan Regional Youth Facility; and planning for a youth facility in Kenai continued. These new facilities are expected to help meet our state's needs for secure youth holds for many years to come. Moreover, they will better enable us to meet the goals of Restorative Justice. By detaining and treating youth in facilities close to their homes we can better involve everyone—including victims and community members—in repairing the harm that was done locally. We have sought and received extensive community input in the planning and design of our newest facilities, and will continue to solicit community input as we develop their programs.

The increased capacity of our youth facilities—along with an overall reduction in referrals and an increased number of community-based alternatives to detention—allowed our Division to meet an important, long-time goal this past year: to eliminate overcrowding. Although a few youth facilities did continue to have more youth referrals than beds available, most had decreased average daily populations and were able to meet the needs of youth remanded to them as well as the public's need for insured safety.

Tasks now before our facility staff around the state are the continued implementation of Restorative Justice principles and the challenges of personnel management: reducing staff turnover, filling vacant positions, and identifying new staff leaders in preparation for the impending retirement of longtime managers.

Youth Facility Current and Planned Capacity

	Existing Capacity	New Beds	New Staff	Facility Open	Total Beds
McLaughlin Youth Center	170	30	23		200
Fairbanks Youth Facility	40				40
Johnson Youth Center	30				30
Bethel Youth Facility	19		2		19
Nome Youth Facility	6				6
Mat Su Youth Facility	0	15	22	October, 2000	15
Ketchikan Youth Facility	0	10	17	March, 2002	10
Kenai Youth Facility	0	Proposed 10-bed facility			
Total	280	55	64		320

McLaughlin YOUTH CENTER

In July 2000, Governor Tony Knowles and DHSS Commissioner Karen Perdue joined the citizens of Anchorage in dedicating the newly expanded McLaughlin Youth Center. The new construction featured 30 additional secure beds (5 for the Girl's Cottage and 25 for males) and offices for statewide Division staff. The additions bring MYC to a 200-bed capacity and better enable staff to provide the full range of services for youth from Anchorage and, when necessary, around Alaska.

Among the programs offered here are secure detention, alternatives to detention, long-term treatment programs, and aftercare services such as the Intensive Community Supervision Program. The Center offers specialized programs for sex offenders, girls, older teens, those who have participated in gangs, and youth posing significant risk to themselves and others. The administration at McLaughlin Youth Center also provides oversight and support services for the new Mat-Su Youth Facility in Palmer.

One of the most exciting developments at McLaughlin this year has been the creation of the Community Detention Program, an alternative to more expensive secure detention that provides intensive supervision of youth at home, school, and work. This program featured a "Day Program" at Mountain View Recreation Center in Anchorage, where youth receive drug and alcohol education, computer classes, homework assistance, and can fulfill community work service requirements. A community detention school, offered in cooperation with McLaughlin High School, is available for students who have dropped out or are expelled. This program is jointly managed between McLaughlin Youth Center staff and the Anchorage Probation Office.

Average daily populations and the number of admissions decreased at McLaughlin for the second year in a row. Nevertheless, workloads have remained heavy as staff continue to broaden the application of Restorative Justice principles and increase victim-related services. Victim impact classes have been initiated on youth in both detention and treatment; forms and reports have been modified to allow tracking of information on restorative plans; staff have participated in successful victim-offender mediations; and a process has been developed by which victim contacts can be recorded and traced, beginning at the intake level and proceeding through institutional programs. All of these activities are working to ensure that youth understand the consequences of their actions, and that victims feel supported and secure again.

Patty Davis, Youth Counselor

When youth are newly admitted to Anchorage's McLaughlin Youth Center for a long-term stay they first spend six weeks in the Classification Unit, receiving intensive assessments and attention while staff review their histories and determine how they can receive successful treatment. Among the many caring and hard-working staff residents meet here is Patty Davis, a Youth Counselor who was recognized as a DJJ "Employee of the Quarter" in FY 2001.

Her supervisors nominated Ms. Davis in recognition for her hard work and fair-minded treatment for the youth in her care. In particular, they noted her success in coordinating an activity that had both a positive impact on McLaughlin's youth and also addressed a need in the community. Last year, Ms. Davis invited representatives from Anchorage's women's shelter, AWAIC, to McLaughlin to talk about domestic violence to McLaughlin's young residents. The residents learned about the terrible impact of domestic violence on families, and especially children. The residents conducted a fundraising drive and bake sale among their peers to raise money for Christmas gifts for the children at AWAIC. Ms. Davis was hoping for \$500, but the youth raised \$1,400—enough to buy some new equipment for the shelter as well as Christmas presents for AWAIC's young guests.

"It was a good exercise in Restorative Justice," Ms. Davis said. "We explained to the kids that because they'd done harm to the community they needed to give back to the community. They flung themselves into this project, I think, because they can identify with people who are hurting. When they saw what they could accomplish they were proud of themselves, and I was proud of them."

FAIRBANKS YOUTH FACILITY

The Fairbanks Youth Facility is the second largest of Alaska's juvenile correctional facilities, with a design capacity for 20 residents in detention and 20 in treatment. In FY 01 the facility typically operated at capacity, with an average monthly population of 34 residents and a decreased number of referrals from the previous year.

Staff at the facility noted that a disconcerting number of youth who were detained demonstrated behaviors indicative of Fetal Alcohol Syndrome and mental health issues. Discussions on services to these youth and their families culminated in casework improvements and trainings, one of them in conjunction with the DHSS Office of Fetal Alcohol Syndrome. More attention will be paid to this area in the coming year.

Community partnerships developed with organizations ranging from the Fairbanks Counseling and Adoption Center to the Denali Foundation, a wilderness research and education program. The local Habitat for Humanity chapter provided residents with the opportunity to participate in a home-building project for a needy family, learning valuable construction skills in the process. Youth at the Fairbanks Youth Facility who exhibited good behavior got to help with the Facility's garden. Vegetables from the garden were shared with the local food bank; and the Facility continued its longtime winning streak at the Tanana Valley Fair, with roses, vegetables, and berries from the garden again earning ribbons.

Physical improvements for the Fairbanks Youth Facility are one of the last remaining tasks to be completed from the Division's 1997 Master Plan for Facilities. These improvements are sorely needed. Thanks to clear expressions of need from the community and support from the Legislature, funding to build a gymnasium and add classroom space have been secured this year; these renovations are expected to begin in FY 2002.

JOHNSON YOUTH CENTER

Juneau's 30-bed youth facility provides both short-term detention and long-term treatment. The Johnson Youth Center was the only facility of its kind in operation in Southeast Alaska, and as such was one of the few youth facilities in the state to experience consistent overcrowding. The Detention Unit at JYC, where youth are remanded for short-term stays while they await determination of the outcome related to their offense, frequently houses nine to sixteen residents, even though it was designed for eight. The opening of the new detention center in Ketchikan, and increased, community-based alternatives to detention developed in conjunction with Juneau Probation Services, should help decrease this overcrowding in the year ahead.

Staff at Johnson Youth Center concentrated on performance and service delivery this past year. Both new and longtime staff members were encouraged to learn new areas of expertise in youth development and restorative justice techniques and then to share these with other staff. Increased emphasis was placed on understanding each youth's reasons for placement in the facility, and more care taken to coordinate treatment and aftercare plans with the youth's probation officer, family, and other care providers.

Physical improvements this year included a new arched fence, painting, and landscaping. Work on the Center's kitchen was completed, providing an opportunity for residents to learn vocational work skills serving meals and washing dishes in an industrial kitchen environment. In the coming year JYC staff will place more emphasis on enhanced support for victims of juvenile crime, filling vacant positions, and reducing staff turnover. The Center also will continue to strengthen its aftercare plans for youth to help insure more successful transitions back to their homes and neighborhoods.

NOME YOUTH FACILITY

The six-bed Nome Youth Facility serves the northwest region of Alaska, including the twenty-six villages surrounding Nome and Kotzebue. The staff here continued to be adaptive and inventive in their work in FY 01. Although the facility was not designed for long-term detention placements, the unique needs of this remote region and the effectiveness of detaining offenders close to home have led to the development of a facility that can provide long-term detention holds when necessary.

Staff continued to enhance the Accountability Program in FY 01. In this program, youth in detention are selected for community service, work, community or cultural activities, or home visits as appropriate to maintain an acceptable standard of safety for the community and hold youth accountable for their behavior. Facility staff and community members take an active role in supervising and encouraging youth participants, and youth take positive steps to assist in their re-integration into the community.

Staffing shortages continue to pose a challenge. The Nome facility had to close briefly in 2000 because of a lack of fulltime staff members. During 2001 such closures were averted by calling upon non-permanent youth counselors—a necessary but hopefully temporary solution. The need for permanent

positions, filled by capable employees, is critical to ensure the successful rehabilitation of the facility's young offenders.

Physical improvements to the Nome facility are one of the few aspects of the 1997 Master Plan for Facilities that remain to be completed. Funding for renovation and expansion has not yet been secured, but much groundwork is being laid through community input and participation in the planning process.

BETHEL YOUTH FACILITY

The Bethel Youth Facility consists of a Detention Unit with a design capacity of eight residents and a Treatment Unit with capacity of 11 residents. Detention admissions ran counter to statewide trends and increased dramatically in FY 01, and the facility continued to operate above capacity. Nevertheless, the average daily population in the facility decreased from last year, suggesting that probation officers have done a good job finding alternatives to detention.

The vast majority of youth admitted to the Bethel Youth Facility are Alaska Native. Residents this fiscal year represented a wide range of offenses. These young people come to the facility from a wide geographical area representing Barrow, Nome, Kotzebue, Fairbanks, Bethel, and the 56 villages of the Yukon-Kuskokwim Delta. The BYF staff strive to provide detention and treatment services in a manner respectful and supportive of the cultural backgrounds of the residents.

Staff at the Bethel Youth Facility continued to expand community partnerships, participating in the Yukon Kuskokwim Health Corporation's People Working Together/Wraparound Services project, Orutsararmiut Native Council's Wellness Court training project, and Bethel Community Services' Developmental Disabilities/FAS program. Treatment unit staff worked closely with staff at the Bethel Senior Center to develop meaningful community work service for residents.

The needs for the Bethel Youth Facility are for continued training and support for staff in dealing with the significant number of youth who have Fetal Alcohol Syndrome, substance abuse problems, and other mental health needs. Well over half of residents at this facility are on medication for depression or other mental health conditions. These special needs offenders require extra amounts of staff time and resources, such as exceptionally close supervision, development of special programs, medication administration and monitoring, frequent health care appointments, and referrals for services. This is not unlike the experiences of all of youth facilities, but is exacerbated by the limited resources available in Bethel.

MAT-SU FACILITY

The new, 15-bed Mat-Su Youth Facility opened in October 2000, staffed by both new and experienced DJJ employees. The facility's construction and opening was the culmination of a community-wide planning process that began in the mid-1990s. As the Mat-Su region has grown the number of local youth who needed to be escorted and detained at Anchorage's McLaughlin Youth Center had increased dramatically. Community leaders, recognizing that keeping youth in the community results in more efficient and effective restoration and rehabilitation, participated with the Division in designing the programmatic aspects of the facility as well as the actual structure. The community's participation in the facility's work continues through an active Citizens Advisory Board and strong partnerships with

organizations such as the Mat-Su Borough School District, the Mat-Su Recovery Center, the Juvenile Assessment Center, and many others.

The facility serves the needs of a wide geographic and demographic area of the state that extends from Talkeetna to the north, the Copper River communities eastward, and the towns of Valdez and Cordova to the south. The population of the district is approximately 66,000 people.

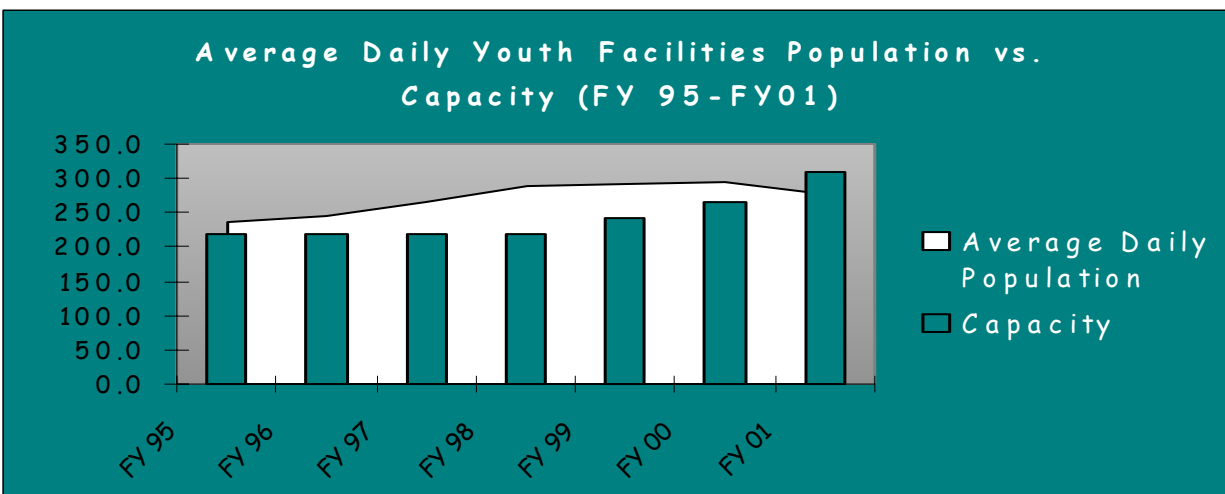
The Mat-Su Youth Facility was designed and operates within a Restorative Justice framework. The local juvenile probation office is co-located with the 15-bed secure detention unit at the facility; combining detention and probation services in one facility has enabled effective victim service coordination and adequate supervision of youth being released back into the community. Programs are continuing to develop that touch on all aspects of restorative justice: public safety, restoration of victims and communities, and competency development. A variety of community service projects are ongoing within the facility which include stuffing envelopes for nonprofits, art work for the local library, a bulletin board for the local family shelter and Christmas stocking assembly for social service organizations. Victim impact classes also are taught on the unit, and evening educational instruction is provided as an alternative to detention through the Facility's Probation Night School.

The Mat-Su valley is the fastest-growing area of the state with projections for significant growth in the next several years. Accommodating this population will be a major challenge for the facility in the next decade. Other challenges faced by the staff of this facility in the years ahead will be establishing alternatives to detention and improving aftercare services for Mat-Su youth who have been released from the long-term treatment programs of McLaughlin Youth Facility, in Anchorage.

KETCHIKAN REGIONAL YOUTH FACILITY

Scheduled to open in early 2002, the Ketchikan Regional Youth Facility will be a unique, dual-function facility serving the needs of youth who need to be detained for delinquent behavior and those who have mental health issues requiring short-term evaluation, stabilization, and crisis respite services. The combination of these two services in one location is an innovative feature for a youth facility—both in Alaska and the rest of the country. This design enables program staff to meet the needs of residents in both units while reducing the administrative needs two facilities would require.

At this writing, construction of the facility is almost complete. The Detention Unit will provide secure confinement for up to six youth who have been arrested for criminal charges or violations or who are in need of custody due to severe intoxication. The four-bed mental health unit will provide a short-term (1-15 days), safe environment for youth with serious emotional difficulties. This unit will enable youth will be permitted to stay in the community during sub-acute episodes, while still receiving the structure and support they need to succeed. The staff of the Mental Health Unit will include a mental health clinician that works closely with community mental health providers to ensure continuity of care and to effectively plan for each youth's return to the community.



STATE OFFICE OPERATIONS

The administrative offices of the Division of Juvenile Justice are located in the Alaska Office Building in Juneau and in an administrative building on the McLaughlin Youth Center campus in Anchorage. The office was comprised of the Director and 13 employees in FY 01, providing a range of services that support field probation offices, our institutions, and community partners in our efforts to stop juvenile crime.

As the Division has moved forward with an array of initiatives and increased federal funding opportunities there has been a significant increase in the administrative workload. Increased and improved communication with field staff, the Legislature, other government entities, and the private sector remains a priority of the state office. Toward these goals, the office performs the following functions:

Grants Management. As DJJ continues to work from a balanced and restorative justice model of juvenile justice it has become essential for us to work closely with community agencies, units of local government, and tribal agencies. The commitment of government at both the State and Federal level to assist local communities in their efforts to address juvenile crime is evident both in the grant dollars that have been made available as well as the training and technical assistance opportunities DJJ has provided to communities in developing local juvenile justice services. We believe that well-developed local resources allow for a more immediate and appropriate response to juvenile crime.

Our grants administrators work to ensure that grantees are meeting the expectations of their programs, providing technical assistance and support, and oversee the Division's compliance with all the requirements for the federal grant programs from which DJJ receives funding. Details of specific community agencies served through our grants programs are provided in the Appendix.

Executive and Legislative Liaison. Our Director, Program Manager, Operations Manager, and Administrative Probation Officer provide recommendations, analyze trends, oversee our budget, and monitor legislation related to juvenile justice issues. They oversee the Division's overall direction and policy implementation, and respond to the needs of the facilities and probation staff. These employees also serve as liaisons to other agencies and departments, and serve as primary policy advisors to the Legislature, Governor, and Commissioner of Health and Social Services.

Fiscal Support. Our Administrative Services Manager and staff prepare the Division budget, make monthly projections, and process all grant payments, RSAs, billings, and travel.

Training. Our statewide training officer was responsible for developing and implementing staff training programs across the Division, including specific competencies for probation and institutional field staff, record-keeping protocols, linkages with other state and local agencies, and the delivery of on-site and distance-learning programs. A significant training development this year came in the form of satellite dishes for every youth facility as part of DJJ's participation in the Corrections Learning Network program. Our Division is part of a five-year federal grant program that provides funding to our Division in exchange for our review and feedback on the Network's educational programming for residents and youth facility staff.

Community Coordination. Our office works with private and public entities to develop funding opportunities, provide community-based training and technical assistance in restorative justice and other areas, represent DJJ in statewide program areas such as residential care, foster care, and mental health issues, and performs a range of duties in support of DJJ's mission. Alaska has an impressive number of local community panels, municipal partnerships, and other initiatives ensuring that juveniles, particularly those in Alaska's small rural communities, are held accountable for their crimes and receive due process in a manner consistent with local cultural values.

Information Systems Support. The information technology group at DJJ supports and oversees the computer, software and network resources, allowing this vital infrastructure to provide maximized efficiency for the staff of DJJ. This fiscal year, the office continued to develop our new Juvenile Offender Management Information System (JOMIS). This system, which is funded through a federal appropriation, will provide line staff with an easy-to-use, secure way to maintain records on every youth entering the juvenile justice system, and also enable supervisors to develop accurate statistical reports. A Web-based portal also will allow certain agencies (including the Department of Public Safety, the Division of Family and Youth Services, local law enforcement agencies, and schools) to have secure access to certain information. A team group of probation and facilities staff has been providing extensive feedback to our IT staff and contractors to help ensure a smooth transition and adoption of JOMIS into our routine work. The system will be fully operational in FY 02.

PERFORMANCE REVIEW

DJJ continues to work to meet the goals of Performance-based budgeting established by the 1998 Alaska Legislature. In FY 01, DJJ surpassed most of its performance evaluation goals. The measures are:

- The percentage of ordered restitution paid by juvenile offenders. The percentage of restitution paid in cases with restitution orders is determined at case closure. The baseline measure is 79%, which was the percentage paid in the first quarter of FY 99. In FY 01, the amount of restitution ordered was \$349,660 and the amount paid was \$306,674—87.7% of what was ordered.
- The percentage of community work service performed by juvenile offenders. The percentage of community work service performed in cases with such orders also is determined at case closure. The baseline measure is 83%, the percentage performed in the first quarter of FY 99. In FY 01, the number of hours ordered was 28,926 and the number of work hours performed was 25,616—88.6% of what was ordered.
- The percentage of juvenile intakes completed in 30 days or less. The goal is for this percentage to increase over time; although final numbers on delinquency referrals are not yet available, early data

suggests that the percentage of intakes meeting this definition has risen from 71.3% in FY 99 to 74.1% in FY 01.

- The percentage of referrals receiving an active response. The goal is for this percentage to increase over time. Although final numbers on delinquency referrals are not yet available, early data suggests that the percentage of referrals meeting this definition has risen from 93.7% in FY 99 to 96.3% in FY 01.
- The number of escapes from institutions. The goal is for this number to be maintained or reduced as measured against historic patterns. The baseline measure, nine, is the average number of escapes that occurred during FY 95 through FY 97. In FY 01, eight residents escaped from Alaska youth facilities.
- The percentage of juvenile offenders that re-offend. The goal is for this percentage to decrease over time. The baseline for this measure, 65%, was the Alaska statewide average re-offense rate in FY 00. This measure is being analyzed by both region and race of offenders; both indicators suggest that 46% of youth had re-offended in FY 01. These percentages should be interpreted with caution as they are based on a small number of occurrences—133 in FY 01.

KEY MILESTONES

- Marked decrease in delinquency referrals (-6.3%) even though youth population increased 2.8% over last year.
- Completed "Juvenile Probation Field Resource Needs Time Study," demonstrating the need for increased probation staff across the state.
- DJJ facilities mostly operated at capacity. This was likely due to the overall decreased number of referrals, improvements and expansion of facilities, and worthwhile alternatives to detention as developed by probation staff.
- Continued to increase use of community-based alternatives for juvenile offenders, who contributed thousands of hours of community service to a variety of governmental and nonprofit agencies.
- Continued implementation of Restorative Justice practices and goals, as illustrated by development of Victim's Advocate and Volunteer Coordinator positions in partnership with nonprofit agencies.
- Launched analysis of disproportionate minority confinement in Alaska.
- Began a closer working relationship with the Division of Mental Health and Developmental Disabilities, provided cross-training to staff in both our Divisions, and worked with DMHDD to enable service providers to serve youth in custody more appropriately.
- Established a working relationship with the State's FAS/FAE Coordinator to try and seek solutions and tools to deal with youth who have the difficult diagnosis of Fetal Alcohol Syndrome or Effect.
- Opening of new 30-bed treatment units at Anchorage's McLaughlin Youth Center.
- Opening of new 15-bed Mat-Su Youth Facility.
- Renovations completed at Johnson Youth Center in Juneau.
- Ground broken for new 8-bed Ketchikan Regional Youth Facility.
- Distributed approximately \$3.5 million in grant funds to public and private entities to assist in juvenile delinquency prevention and intervention.
- Established Rural Alaska Juvenile Justice Program to assist probation staff and develop youth resources in four rural Alaska communities.
- Facilitated the early release of "Requests for Proposals" for the Division's statewide grant programs to enable grantees to have more time to complete successful proposals.
- Continued to operate under accreditation from the American Correctional Association.

ALASKA'S JUVENILE JUSTICE SYSTEM AND THE FUTURE

The strategic planning process that we began in 1998 has been vital in helping us move ever closer to our goal of a restorative justice agency. The plan that came out of that process continues as a living document—a center of agreement, debate, discussion, and revision among our staff. Many of our strategic plans' specific tasks have been accomplished; some are ongoing, a few have been deleted, others have been added. But the plan's four overarching goals for our Division—toward improved effectiveness, diversity, communication, and collaboration—have withstood the tests of time and scrutiny, and will doubtless continue to do so.

At the end of fiscal year 2001, the State of Alaska has nearly met the needs that are described in our 1997 Master Plan for Facilities. All that remains to be completed from that plan are construction of the Ketchikan and Kenai Youth Facilities, and expansion and renovation of the Fairbanks and Nome Youth Facilities. Maintenance and improvements to all facilities will, of course, be ongoing needs. But—now that we can expect the facilities to generally meet our detention and treatment needs for the foreseeable future—our focus properly shifts to the “front-end” of our service delivery. Juvenile justice is more effective and cost-efficient when we devote immediate, focused attention to first-time and early offenders, helping them understand the consequences of their actions and develop competencies so that they need never be institutionalized at all. As our focus shifts to these youth we will seek ways to improve and refine our services to them.

More attention will focus on youth with mental health disorders and substance abuse disorders. We know that youth in the juvenile justice system have substantially higher rates of mental health disorders than youth in the general population, and that many of the youth in our system with mental illnesses also have co-occurring substance disorders. On the local level we've recognized these needs and have partnered with local health agencies and support networks to better serve these youth and their families. However, we also recognize the importance of working in a coordinated, thoughtful way so that work isn't unnecessarily duplicated and resources are shared efficiently.

A “Snapshot” Study of Mental Health

To get a sense of the number of youth in the Alaska juvenile justice system with mental health issues, DJJ examined the records of all youth enrolled in our system on a randomly selected day (January 12, 2001). On this one day:

- 42.5% of youth in our system had a mental health diagnosis, as referenced through the Diagnostic and Statistical Manual IV.
- 65.5% had a primary diagnosis other than attention deficit, conduct disorder, or other disruptive behavior disorders.
- 40.2% of the population had co-occurring mental health and substance abuse disorders.

The Alaska Division of Juvenile Justice also will seek to uncover the reasons why a disproportionate number of youth in our system hail from minority groups. Research and analysis of minority

representation in the juvenile justice system is a requirement of any agency that receives formula funding from the federal Office of Juvenile Justice and Delinquency Prevention; as one of these agencies, DJJ has been studying its minority population since the mid-1990s and an updated analysis is underway. While some factors that undoubtedly contribute to minority over-representation (socio-economics, disparate service delivery to minorities in schools, access to health care) are out of our jurisdiction and control, DJJ does intend to collaborate with whatever partners needed to critically examine this disparate processing and to jointly develop strategies and interventions.

In the meantime, we have taken a number of steps to positively impact minority youth, such as promoting the development of youth courts, elders panels, and community panels; ensuring an equitable distribution of grant funding between urban and rural communities; and developing the federally funded Rural Alaska Juvenile Justice Program to develop local juvenile justice resources in rural communities. In 1999, we began a collaboration with the Alaska Native Justice Center, the University of Alaska, and Native corporations to create an Alaska Native internship program, and we've increased opportunities for staff to participate in cultural diversity training.

As Alaska's juvenile justice system continues to mature we will be required to improve the whole continuum of our care, with particular attention for one of the foundations of restorative justice: competency development. This past year saw continued enhancement of "after care" programs, as we sought to provide juveniles with the social, behavioral, and technical skills that will ensure that they remain crime-free in the days, months, and years after their probationary status ends or their time in a facility is completed. This work will require increased participation by families, victims, community agencies, schools, colleges, and other training centers and is vital if we are to succeed in giving our youth alternatives to lives of crime.

The challenges before us will require an effective, skilled workforce. The difficulty in recruiting and retaining qualified, quality employees has put a strain on all corners of state government, and our Division is no exception. Our work in the Division of Juvenile Justice is rigorous and difficult; our employees regularly put their personal safety at risk; we need to ensure that our staff is compensated equitably. In the year ahead we will be seeking assistance from the Alaska Department of Administration and other resources to study our staffing and organizational patterns. We also intend to continue our internal efforts at workforce development, such as by encouraging longtime employees to mentor new ones, providing quality training, and by incorporating the best ideas from current management philosophy.

One of our most important remaining tasks is ensuring that the Restorative Justice philosophy that guides our Division is familiar to every one of our employees and all those who care about positive youth development. As demonstrated through our many community partnerships, the changing face of juvenile probation, and the experiences of our very best employees, Restorative Justice has ignited great excitement within our Division. We've seen that youth take responsibility for their behavior when they receive immediate, compassionate, firm attention from probation officers and facilities staff. We've seen that victims who receive compensation and support feel assured that they can again feel safe in their homes and neighborhoods. And we see that when community organizations and the general public become involved in helping youth develop skills, they benefit just as much from the experience.

Perhaps in reading this report you've developed an idea or seen an opportunity for partnership that could help all of Alaska's children in general or maybe just one young person. If so, we hope you'll contact us to discuss the possibilities.

The Alaska Juvenile Justice Advisory Committee (AJJAC)

The federal Juvenile Justice and Delinquency Prevention Act of 1974 requires each state to establish an advisory group, with members appointed by the Governor. The AJJAC, Alaska's non-partisan advisory group, is comprised of volunteers from around Alaska who have experience with youth and the juvenile justice system. The AJJAC provides assistance and guidance to elected officials in meeting the federal core requirements and generates local citizen involvement and investment in the campaign to reduce and prevent youth crime and violence. The AJJAC also assists the Division of Juvenile Justice in allocating and distributing federal grant funds. In FY 01, the members of the AJJAC were:

Vicki Blankenship (Chair), Fairbanks
Sue Lovekin (Secretary), Anchorage
Tom Begich, Anchorage
Bernard Gatewood, Fairbanks
Virgie King, Fairbanks
Barbara Murray, Juneau
Abad Senquiz, Jr., Anchorage
Tuakta "Pepsi" Souksi, Anchorage
Jaime Zellhuber, Juneau

Barbara Tyndall (Vice Chair), Fairbanks
Lynn Bartlett, Juneau
Jeff Budd, Sitka
Michael Jeffery, Barrow
Joe Murdy, Anchorage
Joe Pruitt, Barrow
Christine Smith, Fairbanks
Renee Stevens, Juneau
Barbara Learmonth (Staff), Juneau

In addition to this statewide committee, each of DJJ's field offices seeks to involve citizens in dialogue about local needs and solutions to juvenile crime. Contact your local youth facility superintendent or juvenile probation officer for more information.

APPENDIX A

Division of Juvenile Justice Strategic Plan

Goal I: Continue to Develop an Effective State-wide Juvenile Justice Organization

Strategy A: Develop an organization based on Restorative Justice principals at all levels

Strategy B: Expand quality services to juvenile offenders, their families, victims, and communities in both urban and rural areas

Strategy C: Enhance the continuum of care for young juvenile offenders and those with special needs

Strategy D: Maintain and expand the physical plants

Goal II: Increase Effectiveness by Creating a Culturally Diverse Organization that Reflects and Responds to the Clients and Communities it Serves

Strategy A: Promote awareness and expansion of cultural awareness at all levels

Strategy B: Increase staff development and career enhancement opportunities

Strategy C: Partner with communities to support effective local programs including Tribal and community courts

Goal III: Maximize Organizational Communication and Productivity Through Technology

Strategy A: Implement a comprehensive management information system

Strategy B: Expand the Internet web page

Strategy C: Implement an effective research and evaluation program

Strategy D: Expand staff access to up-to-date equipment and technology

Goal IV: Collaborate with Stakeholders to Maintain an Effective Continuum of Services from Prevention Through Reintegration

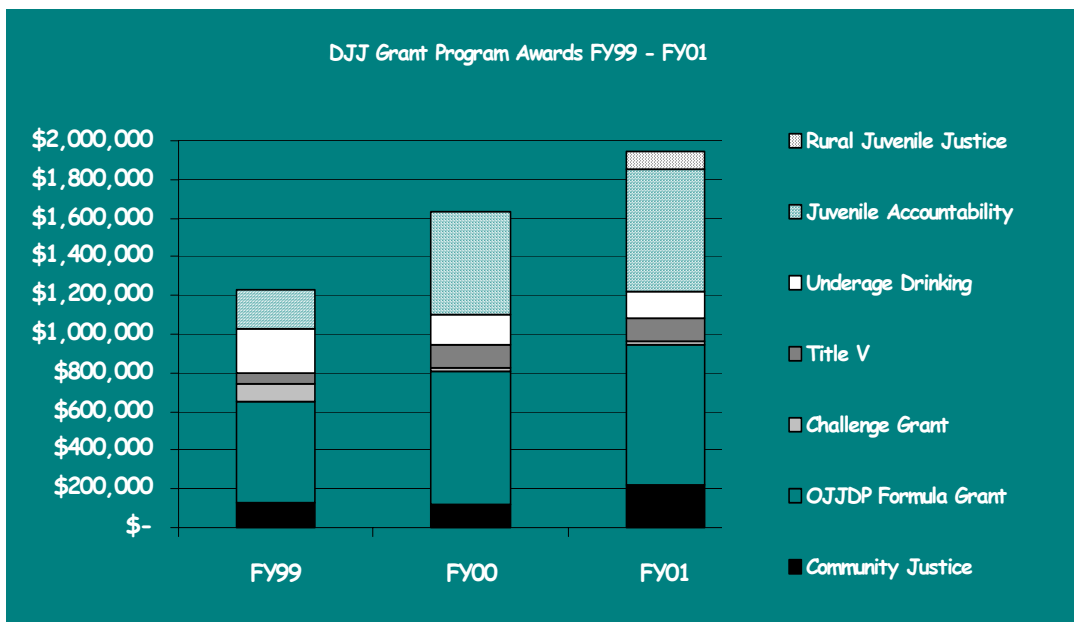
Strategy A: Expand communication with all stakeholders including staff, juvenile offenders, their families, victims, schools, service providers, other agencies and communities

Strategy B: Participate in a community visioning process on services to juvenile offenders, their families, victims and communities

APPENDIX B

FY 01 Grant Programs

DJJ administers several grants to help support a variety of delinquency prevention and intervention efforts throughout the State. Most of these grants are funded solely with federal dollars. Over the past several years our Division's success in securing grant dollars to support local juvenile justice efforts has steadily increased.



The following is a description of the grants administered through our Division and the FY 01 recipients for each program.

Formula Grants

DJJ receives a Formula Grant through the federal Juvenile Justice and Delinquency Prevention Act of 1974 (JJDP Act), as amended. For FY01, \$731,117 was awarded in Delinquency Prevention/Intervention Grants, including Electronic Monitoring Grants, Non-Secure Attendant Care Shelter Grants, and Indian Pass-Through Grants. Some of these grants assist the State in maintaining compliance with the core requirements of the JJDP Act. The Formula Grant program also supports the Alaska Juvenile Justice Advisory Committee (AJJAC). AJJAC reviews Formula Grant expenditures and advises DJJ on these and other Juvenile Justice programs and issues. The Formula Grants distributed in FY 01 were:

06-1727	Alaska Youth and Parent Foundation (Anchorage)	Electronic Monitoring	\$173,644
06-1728	Fairbanks Native Association	Electronic Monitoring	\$45,000
06-1729	Kids Are People (Wasilla)	Electronic Monitoring	\$50,000
06-1730	Women in Safe Homes (Ketchikan)	Electronic Monitoring	\$65,000
06-1731	Alaska Youth and Parent Foundation	Youth Offender Employment	\$30,000
06-1732	Big Brothers Big Sisters of Anchorage	School-based Mentoring	\$28,000
06-1734	Juneau Youth Services	Mobile Crisis Unit	\$30,000
06-1735	Juneau Youth Services	Alternative to Suspension	\$19,156
06-1776	Resource Center for Parents and Children (Fairbanks)	Victim-Offender Mediation	\$19,155
06-1737	Southeast Alaska Guidance Association (Southeast Alaska)	Youth Employment	\$29,910
06-1738	Tundra Women's Coalition (Bethel)	Teens Acting Against Violence	\$29,998
06-1740	Fairbanks Native Association	Non-Secure Shelter	\$26,890
06-1741	Juneau Youth Services	Non-Secure Shelter	\$15,000
06-1742	Kenai Peninsula Community Care Care Center (Aleutians East)	Non-Secure Shelter	\$50,000
06-1743	Kodiak Youth Services Center	Non-Secure Shelter	\$8,000
06-1744	North Slope Borough	Non-Secure Shelter	\$5,000
06-1745	Residential Youth Care (Ketchikan)	Non-Secure Shelter	\$23,000
06-1746	City of Valdez	Non-Secure Shelter	\$6,000
06-1747	Youth Advocates of Sitka	Non-Secure Shelter	\$12,000
06-1785	Association of Village Council Presidents (Bethel)	Crisis Counseling	\$10,593
06-1748	Chugachmiut (Anchorage)	Youth Spirit Camp	\$3,275
06-1784	Kawerak (Nome/Norton Sound)	Community Education	\$5,290
06-1750	Kodiak Area Native Association	Youth Spirit Camp	\$3,413
06-1751	Maniilaq Association Family Resources (Arctic Slope)	Youth Court Training	\$4,791
06-1752	Metlakatla Indian Community	Diversion Counseling	\$3,585
06-1753	Tanana Chiefs Conference (Interior)	Youth Court Planning	\$4,257

Title V Local Delinquency Prevention Grant The Division receives a Title V discretionary grant from the Office of Juvenile Justice and Delinquency Prevention (OJJDP). For FY01, \$116,229 was made available to communities and tribes to implement local delinquency prevention plans:

06-1777	City and Borough of Juneau	SAGA Youth Employment	\$39,895
06-1723	City of Valdez	Youth Court	\$36,334
06-1724	City of Wasilla	Youth Court	\$40,000

Challenge Activity Grant The Division receives a Challenge Activity discretionary grant from OJJDP. For FY01, \$19,156 was made available for intensive supervision programs and programs for female juvenile offenders. In FY02-03, the emphasis of the program will change to support programs offering alternatives to school suspension and expulsion.

06-1726	Juneau Youth Services	Female Offenders Program	\$19,156
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Enforcing Underage Drinking Laws Program Grant (EUDL) DJJ receives \$360,000 per year through OJJDP for law enforcement, prevention, and intervention efforts related to underage drinking. In FY01, \$136,469 was made available for community-based prevention and intervention programs and \$98,900 used by the enforcement arm of the Alcohol Beverage Control Board to conduct alcohol law enforcement efforts in towns and villages throughout the State. In FY02-03 the EUDL grants will be funding case management programs tracking youth that receive District Court judgements on alcohol violations.

06-1717	Anchorage Police Department	Alcohol Law Enforcement	\$40,990
06-1719	Nanwalek IRA Council	Youth Activities Center & Alcohol Education	\$23,427
06-1720	RurALCAP (Southcentral Alaska)	Youth Activities & Alcohol Education	\$24,943
06-1721	City of Togiak	Youth Activities Center & Alcohol Education	\$24,797
06-1722	Volunteers of America Alaska (Southcentral Alaska)	Volunteer Care Givers	\$13,312

Juvenile Accountability Incentive Block Grant (JAIBG) DJJ receives grant monies through OJJDP to enhance juvenile accountability systems within the state. In FY01, \$630,083 was made available for community-based grants with projects that include youth and community courts, victim-offender mediation centers, and restitution and community work service programs. In FY02-03, the JAIBG program is looking forward to leading the effort in youth court and community panel development, victim-offender mediation, electronic monitoring, and other accountability-based programs.

06-1701	Anchorage Youth Court	Youth Court	\$28,000
06-1778	Bethel Group Home	Accountability Project	\$59,135
06-1779	Bethel Police Department	School Resource Officer	\$44,999
06-1716	Juneau Community Mediation Center	Victim-Offender Mediation	\$29,594
06-1704	Juneau School District	Youth Court	\$24,360
06-1703	Juneau Youth Services	Community Work Service	\$30,000
06-1705	Kenai Peninsula Youth Court	Youth Court	\$36,500
06-1706	Kids Are People (Mat-Su Area)	Electronic Monitoring	\$29,991
06-1707	Kodiak Youth Service Center	Youth Court	\$34,512
06-1708	Mat-Su Youth Court	Youth Court	\$26,260
06-1709	Native Village of Emmonak	Elders Court	\$46,750
06-1710	Nome Community Center	Youth Court	\$30,000
06-1711	Orutsararmiut Native Council (Bethel)	Peacemaking Circle	\$30,000
06-1712	Resource Center for Parents & Children (Fairbanks)	Victim-Offender Dialogue	\$28,500
06-1713	Southeast Alaska Guidance Association (Southeast Islands)	Community Work Service	\$29,699
06-1714	Southeast Regional Resource Center (Ketchikan)	Youth Court	\$26,258

06-1767	Victims for Justice (Anchorage)	Victim Advocate	\$12,482
06-1715	Volunteers of America Alaska (Anchorage)	Youth Restitution Program	\$30,000
06-1766	Volunteers of America Alaska (Anchorage)	Juvenile Justice Volunteer Coordinator	\$23,343
06-1702	Volunteers of America Alaska (Anchorage)	Victim-Offender Mediation	\$29,700

Community Juvenile Justice Program (CJJP) This program was derived from the 106 recommendations of the ten month-long Governor's Conference on Youth & Justice meeting process (November 1995 - September 1996), an interdepartmental and community effort that addressed youth and justice needs in three primary areas - prevention, youth at risk, and juvenile delinquency. In FY01, \$216,360 was awarded to community-based projects consistent with the goals of the GCYJ recommendations. Grant recipients must provide a 150% cash or in-kind service match for funds received. Most projects must be derived from the community, show collaborative efforts, be non-duplicative of other community efforts and be consistent the principles of restorative and community justice. Substantial portions of these funds support the growth of community and youth courts and, coupled with technical assistance offered by the DJJ State Office, encourage self sufficiency at the local level to ensure that communities are able to sustain working programs locally with reduced state support.

06-1755	Akeela Treatment Services	Prevention Symposium	\$3,113
06-1725	Alaska Gateway School District (Tok)	Youth Court	\$6,380
06-1783	Alaska Native Justice Center	Statewide Youth Court Development	\$30,649
06-1776	Association of Alaska School Boards	Teen Leadership	\$1,500
06-1788	Big Brothers Big Sisters of Anchorage	Mentoring for Incarcerated Youth	\$7,550
06-1759	Big Brothers Big Sisters of Juneau	Mentoring in Schools	\$8,000
06-1787	Boys and Girls Clubs of the Kenai	Reach Out	\$8,000
06-1756	Choices for Teens (Homer)	Teen Center	\$8,000
06-1792	Community Dispute Resolution Center	Victim-Offender Mediation	\$8,000
06-1782	Cultural Heritage and Education Institute (Fairbanks)	Finding Our Path Recovery Camp	\$8,000
06-1794	Juneau Community Mediation Center	Research-Mediation Needs	\$8,000
06-1733	Kenai Peninsula Youth Court	Youth Court Training	\$4,898
06-1793	Ketchikan High School	School-based Mentoring	\$1,500
06-1790	Kids Are People (Mat-Su Area)	Family Mediation	\$4,879
06-1762	Kiwanis of Delta Junction	Youth Court	\$8,000
06-1789	Kodiak Youth Services Center	Victim Impact Awareness	\$7,998
06-1768	Louden Tribal Council (Galena)	Community/Youth Court	\$8,000
06-1795	Mat-Su Borough School District	Peer Outreach Program	\$8,000
06-1781	Native Village of Point Hope	Court Development Project	\$7,800
06-1757	Nome Community Center	Java Hut Youth Activities	\$8,000
06-1758	North Star Borough School District	Youth Court	\$7,980
06-1760	Resource Center for Parents &	Victim Offender Dialogue &	\$8,000

06-1718	Children (Fairbanks) Sage and Fear-Free Environment (Dillingham)	Conflict Resolution Program Respect and Protect Training	\$5,030
06-1764	Sitka Prevention & Treatment Services	Youth Court	\$8,000
06-1780	Victims for Justice (Statewide)	Victim Services for Rural Communities	\$8,000
06-1765	Volunteers of America Alaska (Statewide)	Youth Leadership	\$8,000
06-1791	Volunteers of America Alaska (Anchorage)	Restitution Program	\$8,000
06-1763	Wrangell Community Services	Teen Center	\$7,083

Rural Alaska Juvenile Justice Program (RJJP) DJJ has also received a federal grant for \$1,300,000 for developing Rural Alaska Collaboration projects. The project involves hiring Community Justice Associates (CJAs) through non-profit agencies, units of local government, or tribal entities to assist in the supervision of delinquent or pre-delinquent youth in rural communities. Under this project, a rural community is defined as having a population under 6,500, not located in the same community as a DJJ Field office, or located within (50) fifty miles of a DJJ Field Office by road. DJJ supports these local efforts through intense training and technical assistance designed to equip the CJAs and their communities to address delinquency issues locally. Funding for these projects first became available in January 2001 and for FY01 the first (2) two of (5) five demonstration sites were awarded a total of \$69,999.

06-2758	Organized Village of Kake	Community Justice Associate	\$34,999
06-2759	Louden Tribal Council	Community Justice Associate	\$35,000

Further Information about DJJ Grants More information about DJJ grants, including agencies and entities receiving grants, amounts, funding sources, and locations can be found at the Department of Health & Social Services Grants web site: <http://www.hss.state.ak.us/das/grants/>.